

1<sup>st</sup> Armored Division Regulation 1-201


Headquarters  
1<sup>st</sup> Armored Division  
APO AE 09096

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**Administration**  
**Organizational Inspection Program**

FOR THE COMMANDER:

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**Summary.** This regulation establishes and outlines responsibilities and implementing procedures for the 1st Armored Division Organizational Inspection Program (OIP).

\* This regulation supersedes 1AD Reg 1-201, 15 OCT 00.

**Applicability.** This regulation applies to all units and activities assigned or attached to 1AD.

**Interim Changes.** Interim changes to this regulation are not official unless approved by the Inspector General and authenticated by the ACoFS, G6.

**Suggested Improvements.** The proponent of this regulation is the Inspector General, (AETV-THI, 337-7957). Users may send suggestions to improve this regulation on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to the Commander, 1AD, ATTN: AETV-THI, APO AE 09096.

**Distribution:**  
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## Contents

	Paragraph	Page
<b>Chapter I - General</b>		
Purpose	1-1	4
Overview	1-2	4
<b>Chapter 2 - Responsibilities</b>		
Commanding General (CG)	2-1	7
Commanders	2-2	7
1AD Chief of Staff	2-3	9
1AD G3	2-4	9
1AD G4	2-5	9
1AD IG	2-6	9
1AD Staff Agencies	2-7	10
<b>Chapter 3 -Principles of 1AD Inspection Policy</b>		
Commanders Intent	3-1	12
Organizational Inspection Program	3-2	14
Inspection Plans	3-3	15
<b>Chapter 4 - Command Inspections</b>		
Initial Command Inspection	4-1	17
Periodic Command Inspections	4-2	18
Follow-up Command Inspections	4-3	18
1AD Level Command Inspections	4-4	18
Primary Areas of Interest	4-5	18
Scheduling	4-6	19
Reports	4-7	19
<b>Chapter 5 - Inspector General Inspections</b>		
AR 20-1	5-1	21
Commander's Needs	5-2	21
IG Exposure	5-3	21
IG Inspection Assessments	5-4	21
IG Inspection Procedures	5-5	21

**Chapter 6 - Staff Inspections and Evaluations**

General	6-1	23
1AD Staff	6-2	23
Scheduling	6-3	23
Reports	6-4	24
Out briefing	6-5	24

**Chapter 7 - Command Supply Discipline Program**

General	7-1	25
Purpose	7-2	25
Concept	7-3	25
Frequency of Evaluations	7-4	25
Requirements Listing	7-5	25
Evaluations	7-6	25

**Appendix A**

References	26
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**Appendix B**

How to Inspect	27
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# **1<sup>st</sup> Armored Division Regulation 1-201**

## **Chapter 1 - General**

**1-1. Purpose.** To establish and outline responsibilities and implementing procedures for the 1st Armored Division (1AD) Organizational Inspection Program (OIP).

**1-2. Overview.**

a. The OIP ensures that all command, staff, Inspector General (IG), and external inspections compliment one another and achieve one common goal: sustained excellence in leading, caring, training, maintaining and readiness throughout the 1<sup>st</sup> Armored Division.

b. The OIP is essential to the readiness of the command. A strong inspection program enables commanders to set and maintain high standards while ensuring their units are in compliance with regulatory guidance.

c. The purpose of the OIP is to coordinate inspections and audits into a single, cohesive program focused on command objectives. Specifically, the objectives are to:

(1) Produce a coordinated inspection program. Integrating all inspection activities within a command will reduce the inspection burden on unit commanders, ensure efficient use of inspection resources, preclude inspection redundancies, and focus on improving readiness.

(2) Provide a framework for inspecting subordinate units and functions from the Division down to the Company level.

(3) Assess attainment of unit goals and objectives.

(4) Evaluate unit mission readiness.

(5) Identify systemic deficiencies that impede mission accomplishment.

(6) Take action to correct noncompliance and systemic deficiencies that impact readiness.

(7) Teach and assist subordinate units. No inspection can be considered complete if those inspected have not been taught the goals and standards and how to achieve them.

## 1<sup>st</sup> Armored Division Regulation 1-201

d. 1<sup>st</sup> Armored Division will comply with the OIP standards set forth in AR 1-201. The Division OIP will be comprised of: Command, Staff and Inspector General Inspections, as well as SAVs, and external inspections. All inspections will include follow-up inspections within 90 days to ensure noted deficiencies have been corrected.

(1) **Command Inspection (CI).** An inspection of an organization conducted by a commander in the chain of command. The **commander** conducting the inspection determines areas to be inspected, scope of the inspection, and composition of the inspection team. They **must participate in the Command Inspection**. CIs focus on unit's functional areas which cumulatively, comprise the units overall readiness posture. Chapter 4 of this regulation outlines more details on Command Inspections.

(2) **Staff Inspections and Evaluation.** Staffs conduct a broad range of inspection activities to include the following:

(a) **Inspection.** An inspection of a subordinate organization/agency conducted by a staff agency that focuses on the functional area for which that agency is responsible. An example of a staff inspection is a regulatory physical security inspection.

(b) **Staff Assistance Visit.** A staff evaluation of a subordinate unit either requested by the unit or well coordinated with the unit. The focus is to teach and train soldiers on properly accomplishing certain functions. The visit is meant to be helpful and not to gather facts for higher headquarters to act upon.

(c) **Functional Review.** A staff evaluation that is directed by a senior commander to evaluate a certain function. A functional review would evaluate the same function in several units.

(d) Chapter 6 outlines additional details on Staff Inspections, Evaluations and Visits.

**1<sup>st</sup> Armored Division Regulation 1-201**

**(3) Inspector general inspections.**

(a) IG inspections focus principally on issues that are systemic in nature and that affect many units throughout the command. IG inspections examine and recommend solutions for problems that command and staff inspections cannot solve at the local level.

(b) AR 20-1 governs the development and conduct of IG inspections.

(c) IGs tailor inspections to meet the commander's needs. IG inspections may also focus on units, functional areas, or both.

(d) IGs are exposed to a wider range of units than most other inspectors. IGs are trained to—

- Identify substandard performance, determine the magnitude of the deficiency, and seek the reason (root cause) for the substandard performance or deficiency.

- Identify systemic issues and refer them for resolution.

- Teach systems, processes, and procedures.

- Identify responsibility for corrective actions.

- Spread innovative ideas.

# **1<sup>st</sup> Armored Division Regulation 1-201**

## **Chapter 2 - Responsibilities**

### **2-1. Commanding General (CG) will -**

a. Establish inspection policy for subordinate levels of command consistent with AR 1-201, Army Inspection Policy.

b. Establish Organizational Inspection Programs (OIPs) designed to ensure that inspections complement rather than duplicate each other.

c. Designate an OIP coordinator to coordinate and manage the OIP.

d. Schedule and post inspections and audits on long-range training calendars and ensure that inspections are briefed, approved, and locked in during annual, semiannual, and quarterly training briefings.

e. Monitor the conduct of inspections and ensure that inspections are conducted in accordance with this regulation.

f. Apply the training management cycle outlined in FM 7-0 to plan inspections with adequate time to perform corrective actions and conduct follow-up inspections or activities.

g. Use the Inspector General primarily to inspect systemic issues while reserving compliance inspections principally for command and staff inspection programs.

h. Train inspectors on Army inspection policy and the Army's inspection principles.

i. Direct follow-on inspections as appropriate.

### **2-2. Commanders at battalion level and above will -**

a. Set standards and enforce them.

b. Establish inspection policy for subordinate levels of command consistent with this program and ensure compliance.

c. Conduct Command Supply Discipline Program evaluations of subordinate units IAW DA Pam 710-2-1 and AR 710-2 during those units' CIs.

## **1<sup>st</sup> Armored Division Regulation 1-201**

d. Establish organizational inspection programs that minimize disruptions and allow time for subordinate elements to apply corrective actions between inspections.

e. Personally participate in CIs of subordinate units.

f. Provide the 1AD IG a summary of all inspection results (see appendix C) NLT 30 days after completion of the inspection.

g. Provide, thru the ACoFS, G3, to the 1AD IG a copy of their unit's current OIP.

h. Conduct initial and periodic CIs for subordinate units IAW AR 1-201 and this program.

i. Monitor and coordinate all inspection activities under their control to eliminate redundancy and minimize disruptions. All CIs, staff inspections and evaluations will be reflected on Long-Range Training Calendars. CIs will be briefed during quarterly training briefs.

j. Maintain written reports of command and staff inspections.

k. Ensure inspection teams are trained to inspect to Army standards.

1. Maintain a written command and staff inspection standard operating procedure (SOP) implementing the concepts of this regulation. Command and staff inspection programs should:

(1) Define and prioritize sustainment tasks (collective and individual).

(2) Fix responsibility for task accomplishment and set objectives.

(3) Provide initial "How to" guidance for sustainment.

(4) Improve leader's competence in sustainment tasks.

(5) Facilitate simple, recurring, institutionalized assessments and teaching of sustainment tasks.

m. Review results of their units most recent CI and ensure completion of follow-up inspections before subsequent CIs are scheduled.



**1<sup>st</sup> Armored Division Regulation 1-201**

n. Take appropriate action to adjust guidance and policies that fail to accomplish their intended objectives.

o. Inform subordinate commanders of the inspection areas of each CI at least 60 days out.

2-3. **Chief of Staff** - is responsible for coordinating and where appropriate, executing either the CG's or ADC's CI. The CofS will:

a. Be the proponent of staff inspections, assistance visits, and functional reviews conducted by the 1AD staff.

b. Coordinate and, as directed by the CG/ADC, participate in annual CIs of the brigades and separate battalions within the 1AD.

c. Recommend to the CG/ADC those functional areas which need to be inspected during CIs so that unit commanders are advised at least 60 days prior.

2-4. **ACofS G3** -

a. Is responsible for scheduling and coordinating the CIs of the brigades and separate battalions/companies and monitoring other OIP inspections to ensure no scheduling conflicts occur.

b. Identify scheduling conflicts and coordinate visits.

c. Ensure that all CIs are scheduled on training calendars.

d. Act as focal point for scheduling all announced inspections and visits.

e. Include CIs in the quarterly training briefs.

f. OIP information and requirements will be included in annual and quarterly command training guidance.

2-5. **ACofS G4**. As the proponent for Command Supply Discipline Program (CSDP) for User Level, Property Book and Parent Organization evaluations will -

a. Use AR 710-2, tables B-1 through B-3 as the basis for evaluating the CSDP.

## **1<sup>st</sup> Armored Division Regulation 1-201**

b. Conduct CSDP evaluations of separate battalions and brigades in the 1AD during scheduled CIs.

c. Provide written results of CSDP evaluations to inspected commanders as part of the CI report.

### **2-6. IG will -**

a. Schedule and conduct inspections in accordance with AR 20-1 and this regulation.

b. Serve as the 1AD's proponent for the Organizational Inspection Program and provide feedback to the commander on its effectiveness and execution.

c. Identify recurring deficiencies that indicate systemic problems, analyze inspection findings to identify causes, and forward recommendations to the appropriate headquarters.

d. Advise the commander on matters concerning IG activities and inform the commander concerning matters of mission accomplishment, state of morale, discipline, efficiency, economy, training and readiness.

e. As directed, conduct general, special and follow-up inspections.

f. Analyze external inspections and command and staff inspections results to identify systemic problems and potential special inspection topics.

g. Develop and coordinate IG special inspections into a coherent plan.

h. Conduct intelligence oversight inspections within the command.

i. Provide OIP information and requirements to G3 for inclusion in annual and quarterly command training guidance.

### **2-7. 1AD Staff will -**

a. Monitor their functional areas within subordinate organizations.

b. Conduct staff inspections as directed by the commander.

**1<sup>st</sup> Armored Division Regulation 1-201**

c. Conduct staff assistance visits (SAVs) as directed by the commander to teach and train units on goals and standards.

d. Design assistance visits to complement but not duplicate other inspection programs.

e. Apply the training execution model outlined in FM 7-1 to plan inspections with adequate time to perform corrective actions and conduct follow-up inspections or activities.

f. Review previous inspection reports and results prior to developing new inspection plans.

g. Adhere to the Army inspection principles when performing inspection duties by ensuring the inspections are; Purposeful, Coordinated, Focused on Feedback, Instructive, and Followed-up. (Chapter 2, paragraph 2-2, AR 1-201).

h. Provide subject-matter experts to augment IG inspections as required.

### Chapter 3 - Principles of 1AD's Inspection Policy

3-1. **Commander's Intent.** Command or unit inspections are the responsibility of commanders. Inspections that are properly planned, executed, and analyzed, assist commanders in their overall assessment of unit readiness. The OIP allows commanders to design and implement a system of inspections tailored to their unit's missions and needs. The program also allows commanders to gauge their unit's compliance with established standards, policies, procedures, and readiness philosophy. Inspection results can then be used to analyze shortcomings and develop strategies to bring units up to established standards. Inspections should be scheduled well in advance and include appropriate train-up for inspection team members. Additionally, commanders must ensure their respective inspection programs are complimented by the following five principles:

a. **Purposeful.** Inspections must have a specific purpose that the commander approves. For an inspection to be purposeful, it must be:

(1) Related to mission accomplishment.

(2) Tailored to meet the commander's needs while remaining relevant and responsive. Inspections must provide practical and accurate feedback that allows the commander to make informed decisions in a timely manner.

(3) Performance oriented and start with an evaluation against a recognized standard to identify compliance with that standard.

b. **Coordinated.** The proper coordination of inspections precludes inspection redundancies, complements other inspection activities, and minimizes the inspection burden on subordinate organizations. Inspection planning will follow the doctrine of training management outlined in FM 7-0. Short-notice inspections must be the exception and remain at the commander's discretion. To ensure the proper coordination of inspections, an annual review of all scheduled inspections must occur that answers the following three questions:

(1) Can this inspection be combined with another inspection? Inspections must be consolidated, when appropriate, to ensure the efficient use of inspection resources. However, when combining inspections, unity of effort must remain.

## 1<sup>st</sup> Armored Division Regulation 1-201

If inspectors from several agencies combine their efforts into one inspection, one person must coordinate and lead their activities.

(2) Does this inspection duplicate or complement another inspection? An inspection by any headquarters that is more than one echelon above the inspected organization must complement the inspections conducted by the organization's immediate headquarters. For example, higher headquarters should conduct inspections that capitalize on expertise not available at the intermediate headquarters.

(3) Do inspection reports from other agencies or other echelons of command exist that can assist in the conduct of an inspection? Inspection plans must use reports of this nature to the maximum extent possible to reduce the number and duration of inspections.

c. **Focused on feedback.** Inspections are critical because they provide the commander with accurate and timely feedback and a written record of the results. Feedback may be verbal or in written form; however, a written report is the preferred method because a record of that inspection's results will be available to others who may also benefit from the results. Inspection results can be provided at the end of an inspection or be released as the inspection progresses. Inspection results include:

(1) The identification of root causes. Deviation from an established standard demands an examination to determine whether the deviation is the result of training deficiencies, lack of resources, misunderstood requirements, or a lack of motivation. The inspector must determine where the root cause lies in the overall functional process or organizational structure.

(2) The identification of strengths and weaknesses. Every inspection will bring shortcomings to the attention of those who can correct them. But inspections must also identify strengths as well as weaknesses if the inspection is to remain effective. Sustaining strengths is an important aspect of commanding, leading, and managing. Formally recognizing excellence helps motivate soldiers and civilians to maintain high standards of performance.

## **1<sup>st</sup> Armored Division Regulation 1-201**

(3) The implementation of corrective actions. The ultimate purpose of all inspections is to help commanders correct problems. Every inspection must bring recommended solutions directly to the attention of those individuals or agencies that can correct them.

(4) The sharing of inspection results. Inspections can generate widespread improvement by evaluating successful techniques and providing feedback to units beyond the ones already inspected. This spirit of sharing and cooperation strengthens the Army.

d. **Instructive.** Teaching and training is an essential element of all inspections and is the overarching purpose of SAVs. No inspection is complete if the units or agencies inspected have not learned about goals and standards and how to achieve them.

e. **Followed up.** Inspections expend valuable resources and are not complete unless the inspecting unit or agency develops and executes a follow-up inspection or plan to ensure the implementation of corrective actions. Likewise, the inspected unit must develop and execute a corrective-action plan that fixes those problem areas identified during an inspection. Follow-up actions can include re-inspections, telephone calls (or visits) to units or proponents to check on the progress of corrective actions, or a request for a formal response from a unit or proponent that attests to the completion of the corrective action. To reduce the administrative burden on inspected units, a formal response to inspection reports is optional, unless specifically requested.

### **3-2. Organizational Inspection Program (OIP).**

a. Inspections are a command responsibility, and the OIP is the commander's program to manage all inspections within the command. The OIP is a comprehensive, written plan that addresses all inspections and audits conducted by the command and its subordinate elements as well as those inspections scheduled by outside agencies. The purpose of the OIP is to coordinate inspections and audits into a single, cohesive program focused on command objectives. The OIP will comprise command inspections, staff inspections, IG inspections (including intelligence oversight inspections), SAVs, and external inspections. An effective OIP allows a commander to use these inspections to identify, prevent, or eliminate problem areas within the command. Commanders should also use the OIP to complement and reinforce other sources of evaluation information when determining or assessing readiness.

b. The OIP provides the commander with an organized management tool to identify, prevent, or eliminate problem areas. All inspections conducted as part of an OIP must adhere to the Army inspection principles outlined in chapter 3-1. The OIP will contain command guidance on the conduct of inspections. The OIP must also include the command's priorities and goals, explain the mechanism for scheduling and executing inspections, assign responsibility for scheduling and monitoring inspections, provide standards for inspectors, and discuss a way to track feedback and corrective action.

c. The battalion (or similarly sized organization) OIP includes command inspections by the battalion commander and staff inspections or SAVs by the battalion staff. The battalion commander must add visits and inspections by higher headquarters and agencies to the OIP—especially in areas where the battalion staff lacks experience or expertise. The battalion OIP forms the basic building block for inspections, and the OIP of higher commands must complement the battalion-level programs. The battalion OIP will focus on those areas that immediately impact on readiness and reinforce goals and standards. Additionally, command inspections will articulate standards and assist in teaching correctly the processes at work within the battalion. Teaching, training, and mentoring will be a goal of all inspections, especially company-level initial command inspections.

d. The brigade (or similarly sized organization) OIP includes command inspections, staff inspections, and SAVs. The brigade OIP can focus on units or functional areas, or both. At a minimum, the brigade OIP will include guidance on command inspections of the brigade headquarters and headquarters company (HHC), staff inspections, and SAVs.

## 1<sup>st</sup> Armored Division Regulation 1-201

3-3. **Inspection Plans.** Once major problem areas or CI areas have been identified and coordinated, the inspection plan should be developed. The inspection plan describes how the inspection will be accomplished. Each function, process, procedure, organization, and player involved must be considered. With this analysis, the inspector can determine:

- a. What will be inspected?
- b. Who will be visited (units, offices, headquarters)?
- c. Where (the locations) the inspection will occur.
- d. When the inspection will occur.
- e. The schedule and sequence of events to be followed.
- f. The phases of planning and execution required to successfully conduct the inspection.
- g. The procedures for "cross walking" systemic issues with external agencies/units.
- h. The required resources (people, time, money, and information). All team members should have questions and checklists to facilitate data gathering.
- i. The inspection plan should be a stand-alone document that serves as a "road map" for each member of the inspection team.



## Chapter 4 - Command Inspections:

4-1. Command inspections ensure unit compliance with Army regulations and policies and allow commanders to hold leaders at all levels accountable for this compliance. Command inspections allow the commander to determine the effectiveness of training, level of discipline, and welfare of the command and are so important that the commander must be personally involved. In addition, command inspections help commanders identify systemic problems within their units or commands and enable them to address any developing trends, as necessary.

a. The commander of the inspecting headquarters must participate for an inspection to be a command inspection. By participating, the inspecting commander sets the overall standard for the conduct of the inspection and closely supervises and engages in the inspection. This involvement allows the commander to gain first-hand knowledge of the strengths and weaknesses in key areas of concern and assists in developing realistic action plans to improve those weaknesses. At a minimum, the commander must attend the in-briefings and out-briefings, and provide the inspected commander with an assessment of strengths and weaknesses upon completion. Command inspections can occur at all echelons (such as a division inspecting a brigade or a program executive office inspecting a program management office) and are not limited to inspections of companies, batteries, troops, or detachments. In addition to designating an OIP coordinator, the commander must designate an individual or staff proponent to plan, coordinate, and execute the command inspection portion of the OIP.

### b. Initial command inspections.

(1) A new company (or similarly sized organization) commander will receive an initial command inspection (ICI) from his or her rater. The initial command inspection for a company will occur within the first 90 days of assumption of command.

(2) The ICI ensures that the new commander understands the unit's strengths and weaknesses in relation to higher headquarters' goals and all established standards. The ICI will appear on the training schedule and will serve to evaluate the condition of the unit. The ICI will not, however, evaluate the commander's performance since assuming command.

## **1<sup>st</sup> Armored Division Regulation 1-201**

(3) Only the inspected commander and that commander's rater will receive the specific results of the initial inspection. These results will serve as the basis for a goal-setting session between the incoming commander and his or her rater that will establish realistic goals to improve unit readiness. The incoming commander should receive a clear picture of the goals, standards, and priorities for the unit. These inspection results help set goals and may cause refinement in the DA (Department of the Army) Form 67-9-1 (Officer Evaluation Report Support Form). Commanders will not use the results of ICIs to compare units. The 1AD IG will be provided copies of all subordinate commands results (without unit attribution) for the purpose of analyzing trends.

c. **Subsequent command inspections (SCIs).** SCIs measure progress and reinforce the goals and standards established during the initial command inspection. Commanders will conduct SCIs following all initial command inspections at a frequency determined by the commander. These inspections are often focused inspections that only look at specific areas and are not necessarily complete re-inspections of the entire unit.

d. **1AD Level Command Inspections.** The 1AD Commanding General, augmented with 1AD staff will inspect each Brigade annually. The ADC will inspect the separate battalions annually. A subsequent command inspection will occur 12 months later. The 1AD inspection team will consist of primary and special staff elements with the G3 having the lead, and either the CG, ADC, or CofS participation. Staff principals will develop the inspection plan for their respective areas. Checklists will be developed by each staff section and distributed to inspected units.

### **4-2. Primary Areas of Interest.**

a. Areas to be inspected will be METL-based. The primary areas that may be inspected will be reflected in the 1AD Command Inspection Checklists. If commanders wish to supplement these checklists, their checklists must be in a similar format. Checklists must comply with Army standards. Additional areas may be added as a matter of command discretion. The inspecting commander should tailor the inspection to reduce redundancy of other inspections and ensure all inspected areas will have value added to the unit.

b. To reduce redundancy and disruptions to training and mission support, regulatory staff inspections will be included and integrated into CIs as much as possible. The following outside agency and regulatory inspection and assessments should be coordinated to be executed during the scheduled CI windows:

- (1) Intelligence Oversight Inspection (IG)
- (2) Command Inspection Program Inspection (IG)
- (3) Command Supply Discipline Program Inspections.
- (4) Staff inspections such as annual Physical Security Inspections and Safety Inspections.

c. Unit commanders will be notified of the actual inspection areas of their CIs at least 60 days prior to the inspection.

#### 4-3. Scheduling.

(1) All CIs will be placed on the appropriate Long and Short Range Training Calendars. For example, brigade and separate battalion CIs will be placed on the 1AD Long Range Training Calendar. Follow-up CIs, if required, will be scheduled within 90 days after completion of the initial CI.

(2) Commanders will receive at least 60 days notice of any CI.

#### 4-4. Reports.

a. **Written Reports.** Each inspection will result in a separate written report. The inspection report includes: Summarized inspection findings; detailed inspection findings for each inspected area with appropriate enclosures/checklists containing a detailed discussion of each finding; recommendations to correct deficiencies; and identification of which areas will be re-inspected during the follow-up inspection.

b. **Inspection Findings.** Findings are complete, comprehensive, and concise documents written to articulate problems or recognize commendable areas. They should consist of a standard: (regulatory guidance/how it should be), finding: (a concise statement summarizing how the inspector found it), and a recommendation (what needs to be done to fix it). When writing the finding statement, inspectors should include mention of the "Root Cause" of the problem, i.e., Didn't Know (not aware of the requirement), Didn't Care (knew of the requirement, just didn't comply), and Can't Comply (knew of the requirement, but was unable to comply with requirement due to lack of personnel, equipment, or training).

c. **Endorsements.** There is no requirement to reply by endorsement to the inspection report, unless specifically required to do so in the cover memorandum. Follow-up inspections should be used to ensure corrective actions are completed or implemented.

d. **Routing of Inspection Reports.** A report of inspection is addressed to the commander of the inspected activity, for information, comment, or corrective action as appropriate. In addition, selective portions of the report, or appropriate extracts, may be provided to other commanders or agencies whose functional areas of responsibility relate to inspection findings. Systemic findings concerning agencies external to the inspected command are forwarded to them for required corrective action. A copy of the report's summarized findings will be forwarded to the 1AD IG not later than 30 days after completion of the inspection. These summarized findings will be compared to other CI findings to identify systemic and common problems across the 1AD. Unit names will be kept in the strictest confidence.

e. **Action Requested on Report of Inspections.** Upon receipt of the inspection report, the inspected commander will take corrective action on those discrepancies under his/her purview. Reports of corrective action are not required unless specifically directed by the inspecting commander. Unsatisfactory inspection areas will require re-inspection within 60-90 days during the follow-up inspection.

## Chapter 5 - Inspector General Inspections

5-1. AR 20-1 governs the development and conduct of the IG inspections. The Commanding General approves all IG inspections.

5-2. The IG tailors inspections to meet the commander's needs. IG inspections may be focused on units, functional areas or both.

5-3. IGs are exposed to a wider range of units than most other inspectors and are trained to:

- a. Identify substandard performance, determines magnitude of the deficiency, and seeks the reason (root cause) for substandard performance or the deficiency.

- b. Pursue systemic issues.

- c. Teach systems, processes, and procedures.

- d. Identify responsibility for corrective action.

5-4. IGs can conduct three types of inspections: general, special, and follow-up.

- a. **General Inspections:** Focus on organizations or units and are comprehensive in nature. General inspections tend to be compliance-oriented and assume that the established standards against which the IG measures the organization are correct as written. They are planned in advance with inspection schedules published outside the 5-week training schedule window.

- b. **Special Inspections:** Focus on functional systems (that is, systemic issues). The preferred focus for IG inspections is the special inspection since command and staff inspections are usually focused on organizations. Special IG inspections of systemic issues do not assume that the established standards are correct; instead, IGs consider the possibility that the problem with the system may be outdated or incorrectly written standards or policies. The payoff derived from systemic inspections has a broader, more widespread impact within the directing authority's organization. They are normally planned in advance with inspection schedules published outside the 5-week training schedule window, however; in some cases the CG may direct a "Quick-look" inspection which is meant to be completed within 30 days, the intent being to give the CG quick feedback on an area of concern.

## **1<sup>st</sup> Armored Division Regulation 1-201**

Units will receive little to no notice. These inspections are structured to minimize disruption to any unit's training schedule or planned activities.

c. **Follow-up: Inspections:** Assess the implementation of solutions recommended by an approved IG inspection and is an important final step of an IG inspection.

d. The 1AD OIG will publish the FY IG Inspection Plan annually, NLT 60 days prior to the beginning of the each FY.

### **5-5. IG Inspection Procedures.**

a. IG inspection results will not be used to compare units or as criteria for unit competitive awards. However, in cases where excellence is observed, units will be recognized to share their innovative contributions. IG inspection results will not identify units, but rather they will focus on findings, trends, and root causes.

b. Every IG visit will start with an in brief and end with an out-brief with the unit commander or senior person present. These out-briefs are meant to give the commander immediate feedback on any issues obtained during the visit.

## 1<sup>st</sup> Armored Division Regulation 1-201

### Chapter 6 - Staff Inspections and Evaluations

6-1. **General.** Unit representatives who are responsible for a specific functional area generally conduct staff inspections and evaluations. Staff inspections and evaluations ensure compliance with established policy and assess the ability of an organization to perform its assigned mission. In most cases, the evaluated function can be correlated to those contained in FM 101-5. Units requesting assistance from the respective staff agencies should define a specific area of concern rather than requesting a review of broad functional areas. The inclusion of staff members in CIs reduces the number of inspections by combining command and staff inspections. The IG will not participate in staff inspections and evaluations. The lowest echelon technically qualified to inspect should conduct staff inspections and evaluations. Staff inspections and evaluations may be used to follow up previous CIs, IG inspections, and audits or be used to help commanders prepare for CIs or audits.

6-2. **1AD Staff.** Staff assistance visits and inspections by the 1AD staff will be conducted as directed by the 1AD CofS, ADC, and CG or as requested by units. 1AD assistance visits will focus on brigades and separate battalion headquarters and will not occur in subordinate units unless coordinated prior to execution. The proponent staff agency coordinates all visits and inspections. Staff principals should develop checklists within their respective functional areas to enable them to assess program proficiency and compliance at echelons below 1AD. SAVs are not inspections but are teaching and training opportunities that support staff inspections. Staff sections conduct SAVs to assist, teach, and train subordinate staff sections on how to meet the standards required to operate effectively within a particular functional area. SAVs do not produce reports but instead provide feedback only to the staff section receiving the assistance.

#### 6-3. **Scheduling.**

a. All staff inspections and evaluations from company through brigade level require coordination with the appropriate counterpart staff agency. The proponent staff agency will coordinate laterally and vertically to preclude scheduling conflicts and ensure that staff inspections and evaluations appear on unit training calendars. Unannounced inspections prescribed by regulation are exempt from scheduling requirements.

## **1<sup>st</sup> Armored Division Regulation 1-201**

b. Staff inspections and evaluations should be coordinated prior to the start of a training quarter, discussed during the quarterly training briefing, and included on unit training schedules. FM 25-101 sets the minimum scheduling standards for staff inspections and evaluation.

c. Staff assistance visits to brigades and separate battalions/companies will occur semiannually or as required during periods CIs are not scheduled.

**6-4. Reports.** Results of staff inspections and evaluations will be prepared in compliance with the guidance provided in chapter 4, paragraph 4-4.

**6-5. Out-briefing.** Staff inspections, functional reviews and assistance visits will include out-briefings to visited commanders by the proponent staff agency.



**Chapter 7 - Command Supply Discipline Program**

7-1. **General.** The Command Supply Discipline Program (CSDP), as established in AR 710-2, is the standard for supply discipline in 1AD units. CSDP is a compilation of existing regulatory requirements and formalized follow-up procedures designed to help commanders comply with DA supply guidance.

7-2. **Purpose.** The purpose of CSDP is to identify supply problems and permit their timely correction by the chain of command.

7-3. **Concept.** CSDP is designed as a commander's program directed at eliminating noncompliance with supply regulations. It is not intended to be a stand-alone inspection program. Evaluations of CSDP will be part of ongoing inspection programs, such as CIs, company/battalion of the quarter competition, and other programs outlined in AR 710-2. Separate inspections solely to meet the intent of CSDP are discouraged. CSDP evaluations will be conducted with inspections outlined in chapters 4 and 6 of this regulation. Other systems, which enforce supply discipline, are outlined below:

a. AR 710-2. Paragraph 2-13a, describes the war on excess as a continuous program to relocate property which is no longer required because of modernization of changes in authorizations. Unit commanders are to identify excess property and either transfer it to other units, which have valid requirements or return it to the supply system.

b. The 1AD ACoFS, G4 will monitor the CSDP. The G4 will monitor for systemic organizational level noncompliance or irregularities by reviewing inspection results from the IG, CIs, government audits, and change of command inventories.

7-4. **Frequency of Evaluations.** AR 710-2 tables B-1 through B-4, addresses the required frequency of evaluations of the CSDP for all units.

7-5. **Requirements Listing.** AR 710-2, paragraph B-7, and tables B-1 through B-4 provide a compilation of existing regulatory guidance and requirements.

7-6. **Evaluations.** AR 710-2, paragraph B-9, provides guidance on the conduct of CSDP evaluations. Additionally, checklists can be developed in accordance with this regulation to assist in conducting evaluations. If systemic problems are found that require resolution by agencies at installation or higher levels,

then the command IG will be notified.

## **1<sup>st</sup> Armored Division Regulation 1-201**

### **Appendix A**

#### **REFERENCES**

The following publications are required.

- a. AR 1-201, Army Inspection Policy.
- b. AR 11-7, Internal Review and Audit Compliance Program.
- c. AR 20-1, Inspector General Activities and Procedures.
- d. AR 710-2, Supply Policy Below the Wholesale Level.
- e. DA PAM 710-2-1, Using Unit Supply System Manual Procedures.
- f. FM 7-0, Training the Force.
- g. FM 7-2, Battle Focused Training

## Appendix B

### HOW TO INSPECT

1. The following are concepts and principles intended to provide non-IG personnel some basic guidelines for conducting inspections and establishing unit level Organizational Inspection Programs (OIP).

2. Crucially important is the integration of inspection activities into the training planning process outlined in FM 25-100. The disruption of prime time training is a symptom of a failure to properly coordinate inspection activities.

Commanders and inspectors must identify windows for inspections based upon a GREEN, AMBER, RED graduated priority. These windows indicate the degree of disruption that an announced or unannounced inspection would entail. So, therefore, if a commander were tasked to offer up a unit for inspection by an outside agency, he would choose one in the RED "post detail" category. Hence, he is protecting his units in more intensive training. Likewise, if a commander decides to use unannounced inspections in his OIP as a test of combat readiness, he would choose from an appropriately categorized unit. (NOTE: It is understood that all 1AD units may not be able to adopt Green, Amber, and Red training cycles.)

3. Advantages and disadvantages of announced versus unannounced inspections:

a. Announced inspections allow inspecting to high standards and emphasize training junior leaders, but if not carefully monitored, commanders may perform so many pre-inspections as to over inspect their subordinate units. Commanders must be sensitive to this tendency so that units do not sacrifice war-fighting ability for superficial ends. In particular, CIs that announce unrealistic standards cause units to waste precious resources and achieve only marginal returns for the effort involved.

b. Unannounced inspections can reduce unproductive preparation (e.g., pre-inspection inspections) and limit opportunities to hide problems. They generally provide a more accurate view of day-to-day conditions within the unit than announced inspections do. However, their main disadvantage is that they disrupt planned training if not wisely integrated into already scheduled events.

## 1<sup>st</sup> Armored Division Regulation 1-201

4. Do not "prepare" for IG special inspections. Since reports of special inspections do not identify units or individuals by name, no one should feel it necessary to prepare for a special inspection. To put on the "best face" for a special inspection sampling defeats its purpose and increases the likelihood of covering up the system's problems. These problems can be eliminated only if the IG can alert the command with the ability to fix the system. Commanders at all levels should view special inspections as opportunities to bring problems to the attention of those who can fix them.

### 5. Methods of reducing disruption:

a. Hold the number and duration of inspections to a minimum.

b. Consolidate inspections. Conduct joint inspections whenever inspection plans overlap.

c. Make use of reports and results of inspections conducted by other agencies and/or other echelons of command.

d. Do not require formal responses from inspected units. Replies-by-endorsement give the perception of the "gotcha" attitude of days gone by. Such responses do little to improve unit performance and are generally a waste of time. A better alternative is a teaching attitude during the inspection and a follow-up inspection at a later date.

e. Allow time for units to apply corrective actions between inspections.

### 6. Inspection Scope:

a. One hundred percent. An inspection of all elements in all functional areas in an organization.

b. Sampling. Taking a representative sample of an organization.

c. Unit integrity. Since individual performance is only one element of combat effectiveness, inspectors should sample on the basis of unit integrity. This way, the leadership and management skills of the unit can be evaluated as well as individual proficiency.

## 1<sup>st</sup> Armored Division Regulation 1-201

### 7. Inspection steps:

a. Step 1-Prepare. This step involves developing an inspection concept, receiving the written authority to inspect (including a clearly defined purpose, scope and focus), developing an inspecting plan, notifying the inspected organizations, training the inspectors, ensuring there is no duplication of effort with other agencies, consolidating inspection efforts with other agencies, as necessary, and collecting all inspection checklists, questionnaires, etc.). This step is crucial in the effort to inspect to clearly defined standards and to reduce disruption at the unit level.

b. Step 2-Conduct. This step involves all actions conducted at the inspected location, from in briefing to out-briefing of the inspected organization. This is where teaching takes place. Inspectors can pass on good ideas and techniques gained from their experience.

c. Step 3-Fix. No inspection is complete without corrective action. The most effective technique in correcting deficiencies found on an inspection is to teach while inspecting and brief the chain of command and those who are in a position to fix the problem. Subsequent follow-up inspection activity directed solely at the deficiency findings reinforces corrective action.

### 8. Inspector General Assistance in Planning Inspection - Assessment Activities:

a. Although AR 20-1 specifically prohibits IGs from participating in CIs and staff evaluations, IGs can provide valuable assistance and training in how to inspect and organize OIPs. IGs can also help commanders and their staffs analyze the results of assessments, reviews and other collected data.

b. Because IGs see a wider range of units than other inspectors and are trained to identify systemic problems, commanders at all levels within 1AD should ensure the IG receives the results of CIs, staff special inspections and staff evaluations. These results are handled confidentially and help the unit and IG to determine systemic issues that are beyond the ability of the unit to correct.